

25X1A

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This Notice Expires in 30 Days

25X1A
[REDACTED]

PERSONNEL

AGENCY-WIDE PERSONNEL MANAGEMENT SURVEY

1. In July 1976 many employees were asked to participate in a survey dealing with Agency personnel management practices. Employee perceptions are considered important as an aid to management in determining how well its personnel management programs contribute to the accomplishment of the Agency's mission. Employee responsiveness to this survey was most gratifying.

25X9 2. A [REDACTED] random sample of employees was polled in this survey. In statistical practice, this number is more than sufficient to obtain a proper cross section of employee views. Participation was on an Agency-wide basis and included employees assigned to the foreign [REDACTED] 25X1A
[REDACTED] field. Of the questionnaires distributed some 80% were completed and returned. Many respondents offered helpful comments and ideas. We have a high degree of confidence in the representativeness of the results of this employee survey.

25X1A 3. The survey questionnaire was lengthy and broad in scope, covering some 11 major areas of management interest. Some of the items used were selected from a questionnaire developed by the Civil Service Commission for the same purpose. The use of these items enabled us to compare employee responses with responses of employees from other government agencies.

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4. The following statistics and statements are provided for Agency employee information only and should not be published nor discussed outside of the Agency without specific prior approval. The topic areas covered and evaluated in the questionnaire are shown with a pertinent representative sample of survey questions. (Well over half the questions used in the survey are provided). Following the listing of sample questions is a brief statement of interpretation. Research and experience indicate that unfavorable responses to a question of 25% or less are generally not too significant. Those negative responses in excess of 25%, however, indicated the need to give the matter rather close attention. The figure in the fourth column is called a percentile. It indicates how the Agency's favorable responses compared with other government agencies which responded to the same item. For example, if the percentile figure for the items reads 70 this means that Agency employees were more favorable than 70 percent of other government employees who responded to the same question.

	YES	?	NO	NOT APPLICABLE	PERCENTILE
A. <u>MANPOWER UTILIZATION/WORK ORGANIZATION</u>					
Are you making good use of your skills and abilities on your job?	77%	7%	16%	0%	68%
Are you doing the kind of work that you like to do?	74%	9%	17%	0%	51%
Are you given enough work to do?	87%	2%	11%	0%	26%

	YES	?	NO	NOT APPLICABLE	PERCENTILE
Are you given too much work to be able to do a good job?	14%	6%	80%	0%	86%
Do you feel that in your component the job is being accomplished efficiently?	68%	11%	21%	0%	
Are people up the line interested in ideas about better ways to get the work done?	69%	16%	14%	1%	88%

The vast majority of Agency employees find their work to be interesting and challenging with management interested in better ways of accomplishing the work.

	YES	?	NO	NOT APPLICABLE	PERCENTILE
B. <u>CAREER DEVELOPMENT/CAREER COUNSELING</u>					
Do you think that, overall, your Career Service is fulfilling its responsibilities in the area of career management?	32%	26%	41%	1%	
Does your supervisor talk to you about your career development prospects?	40%	4%	53%	3%	
Are you encouraged to develop your skills and abilities?	67%	7%	25%	1%	76%
Are you aware that your Career Service has Developmental profiles which show the training and experience that are desirable for employees in certain occupational categories?	49%	4%	46%	1%	

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	YES	?	NO	NOT APPLICABLE	PERCENTILE
Do you feel that your Career Service provides satisfactorily for employee career development needs?	29%	28%	42%	1%	
Do you feel you would jeopardize your standing in your Career Service if you responded to a vacancy notice?	25%	18%	55%	2%	
Do you believe the Agency vacancy notice system works satisfactorily?	20%	31%	48%	1%	

There is a substantial concern reflected in rather negative views among Agency employees relative to the Agency's career management program. Employees feel the Career Services could do more in this area to provide for employee career development needs.

	YES	?	NO	NOT APPLICABLE	PERCENTILE
C. <u>TRAINING</u>					
Are you able to get the training you need to do your job well?	72%	11%	13%	4%	79%
Have you received Agency-sponsored training since your employment here?	88%	0%	12%	0%	94%
If yes, has this training made you more effective on your job or better prepared for promotion?	70%	9%	12%	9%	54%
Are your training needs given adequate attention by your supervisor?	55%	16%	24%	5%	

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The vast majority of employees have been able to get the training they need to do their job and have adequately utilized it in better performing their jobs.

	YES	?	NO	NOT APPLICABLE	PERCENTILE
D. <u>PROMOTIONS/PERFORMANCE EVALUATION</u>					
Are you satisfied with your opportunities for promotion?	39%	9%	51%	1%	58%
Do you understand your Career Service (Career Sub-Group) Promotion system?	62%	10%	28%	0%	
Do you think that promotions are given fairly in your Career Service (Career Sub-Group)?	34%	30%	35%	1%	59%
Are you kept pretty well informed of how you are doing on the job?	67%	7%	26%	0%	89%
Do you feel your fitness reports have been an accurate reflection of your job performance?	72%	7%	19%	2%	
Do you understand your Career Service's comparative evaluation system?	51%	10%	38%	1%	

There is a fairly wide-spread lack of employee understanding of how their respective Career Service promotion and performance evaluation systems work and many employees are not satisfied with present promotion opportunities. With respect to promotion opportunities it may be noted that when compared with other government employees Agency employees

gave a typical or average response, i.e., about half the time other government employees respond more favorably to this question and half the time less favorably.

E. EQUAL EMPLOYMENT OPPORTUNITY

How are employees from racial minority groups generally treated in your Career Service?

- 24% 1. Better than other employees
- 48% 2. About the same as other employees
- 3% 3. Worse than other employees
- 25% 4. Unsure

How are female employees generally treated in your Career Service?

- 11% 1. Better than male employees
- 47% 2. About the same as male employees
- 22% 3. Worse than male employees
- 20% 4. Unsure

	YES	?	NO	NOT APPLICABLE	PERCENTILE
Do you think the system for handling discrimination complaints is effective?	18%	68%	8%	6%	
Do you believe better job opportunities on a fair, competitive basis have been denied you because of your race?	4%	4%	72%	20%	
Do you believe better job opportunities on a fair, competitive basis have been denied you because of your sex?	11%	6%	74%	9%	
Do you feel the Agency is making progress in providing equal employment opportunities for all employees?	62%	27%	10%	1%	

The issue of EEO is somewhat less easy to categorize generally. Overall results reflect a less than serious problem although women and racial minorities are significantly less inclined to share this view. It was generally perceived that progress in EEO has been made.

	YES	?	NO	NOT APPLICABLE	PERCENTILE
F. <u>COMPENSATION/RECOGNITION</u>					
Is your pay fair for the job you do?	65%	8%	27%	0%	81%
Are you given credit when you do a job well?	72%	9%	19%	0%	96%
Does management make appropriate use of Quality Step Increases as a means of recognition?	29%	25%	45%	1%	

Some Agency employees do not feel their pay is fair for the job they do; however, when compared with other government Agencies, Agency employee attitudes are strongly favorable. Management from the employees' perspective could do a better job of using QSI's or other monetary awards as a means of employee recognition.

	YES	?	NO	NOT APPLICABLE	PERCENTILE
G. <u>SERVICES/BENEFITS/WORKING CONDITIONS</u>					
Do you understand what actions to take to protect your potential benefits should you incur an injury while on the job?	48%	9%	42%	1%	

	YES	?	NO	NOT APPLICABLE	PERCENTILE
Do the kinds of insurance programs now available to you as an Agency employee provide you with adequate coverage?	83%	8%	7%	2%	
Do you feel the Office of Personnel has done a good job in administering employee benefits?	52%	39%	8%	1%	
Do you feel that you are kept sufficiently up-to-date on changes affecting your benefits under these programs?	58%	17%	24%	1%	
Would you rate the following satisfactory at your job location?					
Safety	89%	4%	6%	1%	69%
Work materials and equipment	87%	3%	9%	1%	89%
Lighting	82%	4%	13%	1%	46%
Cleanliness	68%	6%	25%	1%	44%
Eating facilities	55%	5%	34%	6%	61%
Transportation	65%	6%	22%	7%	54%
Parking facilities	70%	3%	23%	4%	
Temperature	60%	6%	33%	1%	
Space	68%	4%	27%	1%	

Services and benefits were favorably perceived and the Office of Personnel received generally positive reviews regarding its administration of benefits. Evaluation of physical working conditions

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showed that while safety and work equipment were perceived as satisfactory, significant numbers were critical of cleanliness, transportation, parking facilities, space, and particularly temperature control and eating facilities.

	YES	?	NO	NOT APPLICABLE	PERCENTILE
H. <u>GRIEVANCES/ADVERSE ACTION</u>					
Do you know the procedures in your Career Service for handling grievances (not EEO issues)?	44%	9%	46%	1%	
Are you satisfied with present Agency grievance procedures?	32%	52%	11%	5%	
Do you understand the difference between being declared "surplus" and being identified for "selection out"?	48%	7%	45%	0%	
Do you understand how people in your Career Service are identified for selection out?	32%	6%	61%	1%	

There is a consistent lack of understanding of procedures for handling grievances, and adverse actions. Employees in many cases do not realize that being labeled surplus does not necessarily reflect on the quality of one's job performance.

	YES	?	NO	NOT APPLICABLE	PERCENTILE
I. <u>ADVANCEMENT/MOBILITY OPPORTUNITIES</u>					
Do you feel you have adequate opportunities for advancement in your Career Service?	43%	15%	41%	1%	

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Is there adequate opportunity to transfer among the various Directorates in the Agency?	20%	27%	52%	1%	
Is there adequate opportunity for rotational assignments to other positions in your Career Service?	38%	22%	38%	2%	
Do you personally feel that greater attention given to your career planning by your Career Service would be beneficial?	64%	15%	19%	2%	

Advancement opportunities were criticized by substantial portions of the respondents as were opportunities for rotational assignments outside of their particular components and Directorate. The fact is that 33% of survey respondents claim to have actually held a different position in another Directorate.

	YES	?	NO	NOT APPLICABLE	PERCENTILE
J. <u>MORALE/IMPACT OF CONGRESSIONAL INVESTIGATIONS</u>					
Do you feel that Agency morale has been negatively affected by external disclosures, e.g. Congressional Investigations?	59%	9%	32%	0%	
Have revelations regarding the activities of the CIA had a serious negative impact on your feelings regarding employment here?	10%	4%	86%	0%	
Do you think the Agency's ability to fulfill its function in the near future (1-2 years) will be seriously hampered as a result of the Congressional Investigations?	44%	18%	38%	0%	

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	YES	?	NO	NOT APPLICABLE	PERCENTILE
Have these external pressures (investigations, disclosures, etc.) had any significant negative influence on your ability to do your job?	11%	3%	86%	0%	

What do you feel is the overall level of morale at this time in your component?

3%	1. Very High
24%	2. High
49%	3. Moderate
17%	4. Low
5%	5. Very Low
2%	6. Unsure

The final set of questions in the survey on morale and the impact of recent investigations on the Agency pointed out that while slightly over one-fourth of the respondents felt morale was "High" to "Very High", slightly less than one-fourth felt morale was "Low" to "Very Low". Also while a majority of respondents feel Agency morale has been negatively affected by the investigations and revelations regarding Agency activities, only 10% felt this had had a serious negative impact on their own feelings regarding employment here.

5. Several areas of employee concern were revealed in this employee survey. Although already noted in some instances it may be worth citing those areas again. They are: 1) adequacy of programs for career development; 2) adequacy and fairness of personnel evaluation and promotion procedures; 3) need for information concerning grievance procedures and employee rights; 4) opportunity for rotation among Directorates and within Directorates; and 5) confusion concerning

circumstances and procedures concerning separation. The survey also revealed that a significant number of employees (41% of the survey respondents) believe that the Agency has made improvements in personnel management methods and operations in the past two years.

6. Action is being taken to meet these employee concerns. Coincidental to the employee survey the DDCI identified similar concerns for management. Survey results were made available to the Executive Advisory Group (EAG) when it met in October 1976 to discuss those personnel policies and procedures which might best be reviewed to deal with these problem areas. Staff papers are presently being prepared so that EAG may consider actions to be taken. The following subjects are being addressed: 1) policy affecting the placement of individuals to key operating positions; 2) policy providing for more consistency in procedures affecting those relatively few employees separated by management initiative; 3) an assessment of employee rotation; 4) policy affecting Career Service promotion activity; and 5) policy relating to the initial placement and evaluation of new employees. In an effort to promote more satisfactory career development programs and more realistic expectations among employees the Agency Careers Committee, a group of representatives from each of the Career Services, convened to support improved career management through the exchange and dissemination of information, will review employee survey findings

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in this area. It is evident from the foregoing that the Agency hopes to improve its effectiveness in personnel management and that employees have reasons to be hopeful for further improvements in this area.

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